

# New Chief of C.I.A.

William Francis Raborn, Jr.

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WASHINGTON, April 12— William Francis Raborn, Jr. is famous for his role in managing the development of the Polaris missile. But he is no one-weapon zealot. "I am not the kind of man," he once said, "who when he puts his pants on in the morning thinks the whole world is dressed."

Man That about sums up the philosophy in the of the newly appointed head of the Central Intelligence Agency—modest appreciation for the interdependence of people and things.

Burly, barrel-chested, jovial Red Raborn, who retired a vice admiral in September, 1963, after a 39-year career in the Navy, brings another quality to his new job.

The 59-year-old admiral is persuader. He is not merely personally dedicated to his tasks, as so many leading men in Government are, but he has the capacity for persuading others to join him.

For example, there was a time about 10 years ago during the development of the Polaris missile that a speed-up in the production of the submarine weapon was demanded.

Admiral Raborn flew by jet throughout the country, visiting every plant and sub-plant that was making materials for the new weapon. At each stop he delivered a pep talk.

The process became known as the "Raborn rededication treatment" and was described by one listener as "part locker-room pep talk, part Navy enlistment appeal, part Arthur Godfrey commercial."

Some of the flavor of those talks is contained in this excerpt:

"Polaris is too important to be the business of only the Pentagon. It's everybody's business. Stop a second and grab yourself in the back of the neck. Well, that's it—your neck—that's what it'll be if we fail."

Combining his modesty and leadership qualities is Admiral Raborn's proven managerial talent. For the Polaris missile was not the product of a single man in the way the atomic submarine was "fathered" by Vice Admiral Hyman Rickover.

It was the product of a carefully chosen team using a relatively new management technique.

When Admiral Raborn received his assignment to head the Navy's Special Projects Office, he selected a small group of aides, including one

who did nothing but search for talent.

Criticized for keeping his staff too small, the admiral answered: "I can get more out of one overworked man than two underworked ones."

And the managerial system he adopted for producing the Polaris, a system known as PERT, for Program Evaluation Review Technique, has been widely adopted throughout industry.

It is an administrative technique for running analysis of the detailed progress of all aspects of a project, permitting speedy correction of slippages and failures.

The new C. I. A. chief came from an environment far from the ocean. He was born June 8, 1905, in Decatur, Tex., the second child of eight. He grew up in Marlow, Okla., and never saw the sea until he got to the Naval Academy at Annapolis.

An "average" student who boxed and played tennis at the academy, he got his nickname when he wrote on a questionnaire that his hair was "auburn." A superior crossed it out and substituted "red."

A Navy pilot at the time of Pearl Harbor, he served as executive officer on the carrier Hancock during the Iwo Jima, Okinawa and several other World War II campaigns. He won a Silver Star for bringing fires under control when the Hancock was hit in a Kamikaze attack.

In 1955 Admiral Raborn was assigned to head the Polaris development. He was chosen, Admiral Arleigh A. Burke, then Chief of Naval Operations, subsequently explained, not only because he was an aviator but also because he was "a nice person who got along with people when the going was tough."

He was Deputy Chief of Naval Operations for Development when he retired in September, 1963, and has been vice president in charge of management of Aerojet-General Corporation in California since then. At the time, the president of Aerojet-General, a subsidiary of General Tire and Rubber Company, said Admiral Raborn had been taken into the company because he had the "ability to get tough jobs done in the shortest possible time."

Admiral and Mrs. Raborn, who used to live in a split-level in Arlington, Va., have been residing in California since Admiral Raborn's post as Vice Chief of Naval Operations. It was not known today where he would reside in the future.



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Persuasive pep-talker

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